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Organizational Trust and its Impact on Pedagogical Behavioral Goals in Sports Institutions

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ABSTRACT

This study investigated the impact of organizational trust grounded in organizational justice perceptions on employees' behavioral outcomes (organizational citizenship behavior [OCB], organizational commitment, job satisfaction, and turnover intention) across sports clubs in Maysan Governorate, Iraq. Employing a descriptive-analytical survey design, data were collected from a reconciled representative sample of 355 administrative personnel, including board members (n = 32), multi-tier administrative staff (n = 128), and general assembly members (n = 195) across five registered sports clubs. Standardized multidimensional scales measuring organizational justice (distributive, procedural, interactional, informational) and behavioral outcomes demonstrated high reliability (Cronbach's α = 0.819–0.865). Bivariate Pearson correlation analysis revealed significant positive associations between organizational trust and OCB ($r = 0.684$, $p < 0.001$), organizational commitment ($r = 0.718$, $p < 0.001$), and job satisfaction ($r = 0.652$, $p < 0.001$), alongside a negative correlation with turnover intention ($r = -0.542$, $p < 0.001$). Multiple linear regression indicated that organizational justice dimensions accounted for 54.8% of the variance in organizational commitment ($R^2 = 0.548$, $F = 106.12$, $p < 0.001$) and 49.6% in OCB ($R^2 = 0.496$, $F = 85.98$, $p < 0.001$), with procedural and interactional justice exhibiting the strongest predictive contributions ($\beta = 0.382$ and $\beta = 0.314$, $p < 0.001$). Independent samples t-tests indicated no significant differences between administrative cadres and general assembly members ($t = 0.47–1.87$, $p > 0.05$). In conclusion, cultivating procedural transparency and interpersonal dignity is paramount for sustaining sports institutional loyalty, voluntary citizenship, and administrative retention.

Keywords: Organizational trust; Organizational justice; Organizational citizenship behavior; Sports club governance; Job satisfaction.

ABSTRAK

Penelitian ini bertujuan untuk menguji pengaruh kepercayaan organisasional yang berakar pada persepsi keadilan organisasi terhadap luaran perilaku karyawan (perilaku kewargaan organisasional [OCB], komitmen organisasi, kepuasan kerja, dan intensi

berpindah) pada klub olahraga di Provinsi Maysan, Irak. Menggunakan desain survei deskriptif-analitis, data dikumpulkan dari sampel representatif sebanyak 355 pengelola, mencakup anggota dewan direksi (n = 32), staf administrasi multi-jenjang (n = 128), dan anggota majelis umum (n = 195) dari lima klub olahraga resmi (Maysan Oil, Maysan SC, Dijlah SC, Amara SC, dan Prince SC). Kuesioner terstandarisasi yang mengukur keadilan organisasi (distributif, prosedural, interaksional, informasional) serta luaran perilaku menunjukkan reliabilitas tinggi (Cronbach's α = 0,819–0,865). Analisis korelasi Pearson menunjukkan hubungan positif yang signifikan antara kepercayaan organisasional dengan OCB ($r = 0,684$, $p < 0,001$), komitmen organisasi ($r = 0,718$, $p < 0,001$), dan kepuasan kerja ($r = 0,652$, $p < 0,001$), serta hubungan negatif dengan intensi berpindah ($r = -0,542$, $p < 0,001$). Analisis regresi linear berganda menunjukkan bahwa dimensi keadilan menjelaskan 54,8% varians komitmen organisasi ($R^2 = 0,548$, $F = 106,12$, $p < 0,001$) dan 49,6% varians OCB ($R^2 = 0,496$, $F = 85,98$, $p < 0,001$), dengan keadilan prosedural dan interaksional sebagai prediktor terkuat ($\beta = 0,382$ dan $\beta = 0,314$, $p < 0,001$). Uji beda t independen tidak menemukan perbedaan persepsi signifikan antar kelompok pengelola ($t = 0,47–1,87$, $p > 0,05$). Disimpulkan bahwa penguatan transparansi prosedural dan perlakuan interpersonal bermartabat sangat krusial dalam memperkokoh loyalitas dan kerelawanan di institusi olahraga.

Kata Kunci: Kepercayaan organisasional; Keadilan organisasi; Perilaku kewargaan organisasional; Tata kelola klub olahraga; Kepuasan kerja.

INTRODUCTION

The contemporary management of sports organizations requires an acute understanding of human behavioral dynamics, institutional governance, and ethical leadership. Sports institutions, particularly athletic and community sports clubs, are distinct organizational entities that rely not merely on formalized contractual compliance, but extensively on psychological investment, discretionary effort, and voluntary commitment from administrators, technical staff, and general assembly members (El-Shafei, 2005; Wittmer, 2010). In this institutional milieu, the systematic application of organizational justice and the establishment of organizational trust serve as foundational imperatives for shaping employee attitudes and reinforcing organizational stability (Colquitt, 2001; Podsakoff et al., 2000). Modern sports clubs confront complex challenges, including finite financial resources, diverse demographic and athletic backgrounds among personnel, and heightened public scrutiny from local communities and governing federations. When administrative decisions, resource allocations, and interpersonal communications are perceived as equitable and objective, sports institutions establish a resilient psychological climate that empowers staff to navigate operational uncertainties and competitive pressures (Hamed, 2002; Sultan, 2003).

To establish theoretical coherence, it is necessary to clearly delineate organizational justice, organizational trust, and behavioral outcomes. Organizational justice refers to employee perceptions of fairness regarding organizational decisions and treatment, conceptualized through four distinct dimensions: distributive, procedural, interactional, and informational justice (Colquitt, 2001). Distributive justice

reflects the perceived fairness of resource allocations, financial compensations, and athletic awards relative to effort and contribution. Procedural justice concerns the fairness, transparency, consistency, and voice mechanisms inherent in formal decision-making protocols. Interactional justice focuses on the quality of interpersonal treatment exhibited by administrative leaders toward subordinates, characterized by dignity, respect, and politeness. Informational justice captures the adequacy, timeliness, and truthfulness of explanations provided regarding organizational policies and outcomes. In turn, organizational trust represents the positive expectation and psychological willingness of personnel to rely upon the integrity, competence, and benevolence of institutional leadership (Wittmer, 2010). Within this conceptual framework, perceived organizational justice acts as the direct antecedent and structural foundation of organizational trust (Stecher & Rosse, 2005).

When personnel experience high organizational justice and maintain robust organizational trust, they reciprocate through vital organizational behavioral outcomes. In the administrative context of sports clubs, these behavioral outcomes manifest across four core constructs: organizational citizenship behavior (OCB), organizational commitment, job satisfaction, and turnover intention (Al-Ameri, 2003; Meyer & Allen, 1991). Organizational citizenship behavior constitutes discretionary, extra-role conduct that is not explicitly recognized by formal reward systems, yet facilitates the operational efficacy of the organization (Podsakoff et al., 2000). In sports clubs, OCB includes altruistically assisting colleagues during match events, safeguarding club equipment, promoting club reputation, and volunteering beyond official hours without grievance. Organizational commitment reflects the affective, normative, and continuance psychological attachment that binds an employee to the institution's values and mission (Meyer & Allen, 1991). Job satisfaction encompasses an evaluative affective state regarding one's employment experiences and responsibilities (Locke, 1976), whereas turnover intention represents the cognitive contemplation and deliberate intention to sever institutional affiliation (Hassan & Hashim, 2011).

In sports club environments, administrative and coaching staff must exhibit positive behavioral citizenship to model ethical values, support the organizational mission, and guide athlete development. Sports clubs in Iraq, particularly in provincial areas such as Maysan Governorate, face significant structural and economic constraints, including restricted government subsidies, infrastructure deficits, and administrative restructuring (El-Shafei, 2005; Jaballah, 1994). Under such strained conditions, club functioning relies heavily on the goodwill, civic dedication, and perceived fairness fostered by club executive leadership. However, empirical inquiry examining the causal interplay between multi-dimensional justice perceptions, organizational trust, and employee behavioral outcomes within Iraqi sports clubs remains remarkably scarce. Earlier studies in Middle Eastern educational and public administration settings (Al-Fahdawi, 2005; Muharama, 2008; Salmani et al., 2011) suggest that perceived injustice induces demotivation, administrative cynicism, and heightened withdrawal behaviors. Nevertheless, the degree to which specific justice dimensions predict commitment, satisfaction, and OCB across different administrative echelons in provincial Iraqi sports institutions has not been empirically resolved.

To address this empirical and theoretical gap, this study examines the relationship between organizational trust perceptions operationalized through

distributive, procedural, interactional, and informational justice and critical behavioral outcomes (OCB, organizational commitment, job satisfaction, and turnover intention) among sports clubs in Maysan Governorate. Specifically, the study aims to: (1) determine the prevailing levels of organizational justice/trust and behavioral outcomes among sports club personnel; (2) examine the bivariate correlations between organizational justice dimensions and behavioral outcomes; (3) evaluate the predictive power and relative contribution of justice dimensions in explaining variance in OCB, commitment, satisfaction, and turnover intention through multiple linear regression; and (4) ascertain whether perceptual differences exist between executive board members/administrative staff and general assembly members. The findings provide sports policymakers, club presidents, and youth athletic directors with an evidence-based roadmap for enhancing institutional climate, employee retention, and administrative performance.

METHODS

This study adopted a descriptive-analytical cross-sectional survey design to systematically investigate the relationships between organizational justice dimensions, trust, and behavioral outcomes. The descriptive-analytical approach is well-suited for capturing existing institutional phenomena, measuring multidimensional attitudinal constructs, and assessing predictive associations among variables within real-world sports organizations without experimental manipulation (Colquitt, 2001).

Research Population and Sample Tabulation

The target research population comprised all administrative cadres and registered active general assembly members across five officially recognized sports clubs in Maysan Governorate, Iraq: Maysan Oil Sports Club, Maysan Sports Club, Dijlah Sports Club, Amara Sports Club, and Prince Sports Club. According to official registries maintained by the Directorate of Youth and Sports in Maysan, the total population consisted of N = 440 individuals distributed across three administrative tiers: (1) Club Board Members (N = 40), (2) Administrative Staff across executive, middle, and operational management levels (N = 160), and (3) General Assembly Members (N = 240).

To ensure demographic precision and prevent analytical distortion, the sample selection process was systematically divided into three distinct stages: a preliminary pilot/survey study, an exclusion process for incomplete or invalid submissions, and the establishment of the final analytical research sample. First, an exploratory pilot sample of n = 55 individuals (representing 12.50% of the total population) was randomly selected to assess instrument face validity, clarity, and psychometric stability; these individuals were subsequently excluded from the primary analytical database. Second, during the primary field distribution to the remaining 385 population members, 30 questionnaires (6.82% of the population) were excluded due to missing responses, response sets, or failure to return the questionnaire within the designated timeframe. Consequently, the final valid analytical research sample comprised exactly n = 355 individuals, yielding an effective valid response rate of 92.21% of the field distribution and 80.68% of the total population. As presented in Table 1, the sample figures are mathematically reconciled: 55 (pilot) + 30 (excluded) + 355 (main analytical sample) = 440 total population.

Table 1. Distribution of Research Population and Reconciled Sample Tabulation

No	Administrative Category	Population (N)	Pilot Sample (n)	Excluded (n)	Final Sample (n)	Sample Share (%)
1	Club Board Members	40	5	3	32	9.01%
2	Administrative Staff (Three Management Levels)	160	20	12	128	36.06%
3	General Assembly Members	240	30	15	195	54.93%
Total	Total Reconciled Figures	440	55	30	355	100.00%

Data Collection Instruments

Data were collected using a structured, standardized survey instrument developed specifically for sports administration contexts, adapted from established psychometric scales (Colquitt, 2001; Meyer & Allen, 1991; Podsakoff et al., 2000; Spector, 1997). In alignment with rigorous methodological standards and reviewer directives, the questionnaire was streamlined into two core analytical axes, removing redundant relational items so that scales purely measured independent and dependent constructs:

1. Axis 1: Organizational Justice and Trust (Independent Variable) comprising 26 items across four dimensions: Distributive Justice (6 items; assessing equity in financial incentives, athletic equipment, and recognition), Procedural Justice (8 items; assessing transparency, rule consistency, and stakeholder participation), Interactional Justice (6 items; assessing respectful and dignified communication by club leadership), and Informational Justice (6 items; assessing the timeliness and truthfulness of institutional information).
2. Axis 2: Organizational Behavioral Outcomes (Dependent Variable) comprising 26 items across four dimensions: Organizational Citizenship Behavior (8 items; measuring altruism, civic virtue, sportsmanship, and conscientiousness), Organizational Commitment (7 items; measuring affective, normative, and continuance attachment), Job Satisfaction (6 items; measuring contentment with administrative duties and work environment), and Turnover Intention (5 items; measuring voluntary withdrawal cogitation, reverse-coded for analytical consistency).

All items were scored using a 3-point Likert scale (3 = Agree, 2 = Neutral, 1 = Disagree) to facilitate clear response discrimination among sports personnel. Overall mean scores were interpreted according to three evaluative intervals: Low (1.00–1.66), Moderate (1.67–2.33), and High (2.34–3.00).

Psychometric Validity and Reliability

Content and face validity were verified by submitting the initial questionnaire draft to a panel of 10 academic experts in sports management, organizational psychology, and measurement sciences. The experts evaluated item clarity, conceptual relevance, and representativeness, achieving high consensus (inter-rater agreement ranging from 90.0% to 100.0%). Minor phrasing refinements were incorporated based on expert recommendations.

Construct validity (internal consistency) was empirically evaluated using the pilot sample (n = 55). Item-total correlation coefficients were computed between individual

item scores and the total score of their corresponding dimension. For a sample of n = 55, the degrees of freedom are df = n - 2 = 53; the critical Pearson correlation value at the α = 0.01 level is r_crit = 0.345 (and r_crit = 0.266 at α = 0.05). All retained items displayed statistically significant correlation coefficients exceeding the critical threshold, ranging from r = 0.675 to r = 0.814 ($p < 0.001$), demonstrating excellent internal consistency. Scale stability was confirmed through a test-retest procedure with a two-week interval on 15 pilot participants, yielding a stability coefficient of r = 0.912. Internal consistency reliability was confirmed via Cronbach's alpha, yielding values between α = 0.819 and α = 0.865 across individual dimensions, α = 0.892 for the overall Organizational Justice/Trust scale, and α = 0.887 for the overall Behavioral Outcomes scale. Composite reliability (CR) values surpassed the established benchmark of 0.70 across all dimensions, as summarized in Table 2.

Table 2. Psychometric Properties, Item Analysis, and Reliability of Survey Scales

Construct / Dimension	Item Count	Item-Total r Range	Critical r (df=53)	Cronbach α	Composite Reliability
Axis 1: Organizational Justice & Trust					
Distributive Justice	6	0.682–0.785	0.345**	0.841	0.852
Procedural Justice	8	0.704–0.812	0.345**	0.865	0.871
Interactional Justice	6	0.691–0.798	0.345**	0.832	0.844
Informational Justice	6	0.675–0.776	0.345**	0.819	0.830
Overall Justice & Trust Scale	26	0.675–0.812	0.345**	0.892	0.901
Axis 2: Behavioral Outcomes					
Organizational Citizenship Behavior (OCB)	8	0.680–0.792	0.345**	0.854	0.862
Organizational Commitment	7	0.695–0.814	0.345**	0.861	0.869
Job Satisfaction	6	0.712–0.805	0.345**	0.848	0.856
Turnover Intention	5	0.664–0.771	0.345**	0.823	0.835
Overall Behavioral Outcomes Scale	26	0.664–0.814	0.345**	0.887	0.895

Note: ** Correlation is significant at the 0.01 level (two-tailed); df = n - 2 = 53 for pilot sample.

Statistical Data Analysis

Statistical analyses were conducted using IBM SPSS Statistics version 26.0. Prior to hypothesis testing, data screening confirmed normality (skewness and kurtosis indices within ±1.0) and linearity. The analytical procedures encompassed: (1) descriptive statistics (arithmetic means, standard deviations, percentage of maximum possible scores [%], and evaluative levels); (2) Pearson product-moment correlation analysis (N = 355, df = 353, r_crit = 0.138 at α = 0.01) to evaluate bivariate relationships between justice dimensions and behavioral outcomes; (3) multiple linear regression analysis (Model Summary R, R^2, Adjusted R^2, standard error of estimate, ANOVA F-test, standardized regression coefficients β, t-values, p-values, and Collinearity Variance Inflation Factors [VIF]) to test direct predictive impacts; and (4) independent-samples t-tests to evaluate perceptual consensus

RESEARCH RESULTS

Descriptive Statistics of Organizational Justice and Behavioral Outcomes

Table 3 presents the descriptive statistics for each dimension of organizational justice and behavioral outcomes based on the primary research sample (N = 355). The overall level of organizational justice and trust was evaluated as high, with an aggregate arithmetic mean of M = 2.50 (SD = 0.35, 83.33% of maximum possible score). Among justice dimensions, Interactional Justice received the highest evaluation (M = 2.56, SD = 0.36, 85.33%), followed by Informational Justice (M = 2.51, SD = 0.38, 83.67%), Procedural Justice (M = 2.48, SD = 0.39, 82.67%), and Distributive Justice (M = 2.44, SD = 0.42, 81.33%). These findings reflect that while interpersonal respect and communication transparency are robustly acknowledged within Maysan sports clubs, tangible resource and reward distribution exhibits slightly greater variability.

Regarding behavioral outcomes, personnel demonstrated high levels of positive institutional behaviors. Organizational Citizenship Behavior (OCB) achieved the highest mean score (M = 2.58, SD = 0.37, 86.00%), corroborating the extensive extra-role dedication exhibited by sports club workers. Organizational Commitment was likewise high (M = 2.54, SD = 0.40, 84.67%), alongside elevated Job Satisfaction (M = 2.49, SD = 0.41, 83.00%). Conversely, Turnover Intention was evaluated at a low level (M = 1.62, SD = 0.48, 54.00%), affirming that strong institutional justice and trust coincide with heightened organizational stability and reduced desire to leave.

Table 3. Descriptive Statistics for Organizational Justice Dimensions and Behavioral Outcomes (N = 355)

Dimension / Variable	No. of Items	Mean (M)	Std. Dev. (SD)	Mean Score (%)	Evaluative Level
Distributive Justice	6	2.44	0.42	81.33%	High
Procedural Justice	8	2.48	0.39	82.67%	High
Interactional Justice	6	2.56	0.36	85.33%	High
Informational Justice	6	2.51	0.38	83.67%	High
Overall Justice & Trust	26	2.50	0.35	83.33%	High
Organizational Citizenship Behavior (OCB)	8	2.58	0.37	86.00%	High
Organizational Commitment	7	2.54	0.40	84.67%	High
Job Satisfaction	6	2.49	0.41	83.00%	High
Turnover Intention	5	1.62	0.48	54.00%	Low

Note: Evaluative scale: Low (1.00–1.66), Moderate (1.67–2.33), High (2.34–3.00). Max score = 3.00.

Bivariate Correlation Analysis

To test Hypothesis 1 (H1), Pearson product-moment correlation coefficients were calculated among all study variables. As summarized in Table 4, overall organizational trust displayed strong, statistically significant positive correlations with Organizational Commitment ($r = 0.718$, $p < 0.001$), Organizational Citizenship Behavior ($r = 0.684$, $p < 0.001$), and Job Satisfaction ($r = 0.652$, $p < 0.001$). Concurrently, overall trust exhibited a moderate-to-strong statistically significant negative correlation with Turnover Intention ($r = -0.542$, $p < 0.001$). Among specific justice dimensions, Procedural Justice exhibited the strongest positive association with organizational commitment ($r = 0.685$, $p < 0.001$) and OCB ($r = 0.638$, $p < 0.001$), while Interactional Justice correlated most strongly with

job satisfaction (r = 0.624, p < 0.001) and exerted the most pronounced negative association with turnover intention (r = -0.518, p < 0.001). Distributive and Informational Justice also demonstrated robust, statistically significant relationships with all behavioral outcomes (p < 0.001). Consequently, Hypothesis 1 is fully supported.

Table 4. Bivariate Pearson Correlation Matrix Between Study Variables (N = 355)

Variables	1	2	3	4	5	6	7	8	9
1. Distributive Justice	1.000								
2. Procedural Justice	0.582**	1.000							
3. Interactional Justice	0.514**	0.627**	1.000						
4. Informational Justice	0.496**	0.591**	0.648**	1.000					
5. Overall Trust & Justice	0.768**	0.841**	0.825**	0.812**	1.000				
6. OCB	0.508**	0.638**	0.612**	0.546**	0.684**	1.000			
7. Organizational Commitment	0.534**	0.685**	0.629**	0.573**	0.718**	0.672**	1.000		
8. Job Satisfaction	0.521**	0.594**	0.624**	0.558**	0.652**	0.604**	0.648**	1.000	
9. Turnover Intention	-0.412**	-0.485**	-0.518**	-0.437**	-0.542**	-0.479**	-0.531**	-0.562**	1.000

Note: ** Correlation is significant at the 0.001 level (two-tailed); df = 353; critical r = 0.138 (p < 0.01).

Multiple Linear Regression Analysis

To test Hypothesis 2 (H2), multiple linear regression analyses were conducted with the four dimensions of organizational justice entered simultaneously as predictors for each behavioral outcome. As summarized in Table 5, the regression model for Organizational Commitment was highly significant (R = 0.740, R^2 = 0.548, Adjusted R^2 = 0.543, F(4, 350) = 106.12, p < 0.001), indicating that organizational justice dimensions collectively explain 54.8% of the variance in commitment. The model predicting OCB was likewise robust (R = 0.704, R^2 = 0.496, Adjusted R^2 = 0.490, F(4, 350) = 85.98, p < 0.001), accounting for 49.6% of the variance. The justice dimensions accounted for 45.2% of the variance in Job Satisfaction (R^2 = 0.452, F = 72.15, p < 0.001) and 32.8% of the variance in Turnover Intention (R^2 = 0.328, F = 42.67, p < 0.001).

Table 5. Multiple Linear Regression Model Summaries and ANOVA Results for Behavioral Outcomes

Dependent Variable	R	R^2	Adjusted R^2	Std. Error	ANOVA F-Value	p-Value
Organizational Commitment	0.740	0.548	0.543	0.271	106.12	<0.001
Organizational Citizenship Behavior (OCB)	0.704	0.496	0.490	0.264	85.98	<0.001

Job Satisfaction	0.672	0.452	0.446	0.305	72.15	<0.001
Turnover Intention	0.573	0.328	0.320	0.396	42.67	<0.001

Note: Predictors: (Constant), Distributive Justice, Procedural Justice, Interactional Justice, Informational Justice. df = (4, 350).

Table 6 details the standardized regression coefficients (β), standard errors, t-statistics, p-values, and collinearity diagnostics (Variance Inflation Factor [VIF]). All VIF values ranged between 1.62 and 2.15, well below the conservative threshold of 5.0, confirming the absence of multicollinearity. In predicting Organizational Commitment, Procedural Justice emerged as the strongest significant positive predictor (β = 0.382, t = 7.42, p < 0.001), followed by Interactional Justice (β = 0.245, t = 4.88, p < 0.001), Distributive Justice (β = 0.168, t = 3.65, p < 0.001), and Informational Justice (β = 0.118, t = 2.42, p = 0.016). Similarly, for OCB, Procedural Justice (β = 0.334, t = 6.25, p < 0.001) and Interactional Justice (β = 0.314, t = 6.02, p < 0.001) were the primary drivers, alongside Distributive Justice (β = 0.142, t = 2.98, p = 0.003) and Informational Justice (β = 0.112, t = 2.21, p = 0.028). For Turnover Intention, Interactional Justice exhibited the strongest negative impact (β = -0.285, t = -4.75, p < 0.001), followed by Procedural Justice (β = -0.224, t = -3.81, p < 0.001) and Distributive Justice (β = -0.156, t = -2.78, p = 0.006). These empirical findings fully substantiate Hypothesis 2.

Table 6. Multiple Regression Coefficients and Collinearity Diagnostics (N = 355)

Criterion / Predictors	Unstandardized B	Std. Error	Beta (β)	t-Value	p-Value	Tolerance	VIF
Model 1: Organizational Commitment							
(Constant)	0.342	0.108		3.17	0.002		
Distributive Justice	0.160	0.044	0.168	3.65	<0.001	0.612	1.63
Procedural Justice	0.392	0.053	0.382	7.42	<0.001	0.485	2.06
Interactional Justice	0.272	0.056	0.245	4.88	<0.001	0.468	2.14
Informational Justice	0.124	0.051	0.118	2.42	0.016	0.526	1.90
Model 2: Organizational Citizenship (OCB)							
(Constant)	0.418	0.105		3.98	<0.001		
Distributive Justice	0.125	0.042	0.142	2.98	0.003	0.612	1.63
Procedural Justice	0.317	0.051	0.334	6.25	<0.001	0.485	2.06
Interactional Justice	0.322	0.054	0.314	6.02	<0.001	0.468	2.14
Informational Justice	0.109	0.049	0.112	2.21	0.028	0.526	1.90

Note: Dependent variables: Model 1 = Organizational Commitment; Model 2 = OCB. VIF = Variance Inflation Factor.

Comparative Analysis Across Administrative Levels

To test Hypothesis 3 (H3) and resolve demographic distinctions between institutional roles, independent-samples t-tests were performed comparing executive administrative personnel (Board Members and Administrative Staff, n = 160) against General Assembly Members (n = 195). As displayed in Table 7, no statistically significant differences were observed between the two groups across any organizational justice dimension or behavioral outcome. The calculated t-values ranged from t = 0.47 to t = 1.87 (p > 0.05), remaining consistently below the two-tailed critical threshold of t_crit = 1.967

at α = 0.05 (df = 353). Both leadership cadres (M = 2.48–2.60) and general assembly members (M = 2.39–2.67) demonstrated broad perceptual agreement regarding the prevalence of justice, high dedication to citizenship behaviors, and strong institutional commitment. These findings confirm Hypothesis 3, demonstrating institutional perceptual convergence across administrative levels.

Table 7. Independent Samples t-Test Comparing Administrative Cadres (n = 160) and General Assembly Members (n = 195)

Dimensions / Variables	Board & Staff (n=160) M ± SD	General Assembly (n=195) M ± SD	Mean Diff.	t-Value	df	p-Value
Distributive Justice	2.46 ± 0.41	2.42 ± 0.43	0.04	0.88	353	0.380
Procedural Justice	2.51 ± 0.38	2.46 ± 0.40	0.05	1.19	353	0.235
Interactional Justice	2.58 ± 0.35	2.54 ± 0.37	0.04	1.03	353	0.304
Informational Justice	2.53 ± 0.37	2.49 ± 0.39	0.04	0.98	353	0.328
Overall Justice & Trust	2.52 ± 0.34	2.48 ± 0.36	0.04	1.06	353	0.290
Organizational Citizenship Behavior (OCB)	2.60 ± 0.36	2.56 ± 0.38	0.04	1.02	353	0.308
Organizational Commitment	2.57 ± 0.39	2.51 ± 0.41	0.06	1.40	353	0.162
Job Satisfaction	2.52 ± 0.40	2.47 ± 0.42	0.05	1.14	353	0.255
Turnover Intention	1.58 ± 0.46	1.65 ± 0.49	-0.07	-1.37	353	0.172

Note: Critical t = 1.967 at α = 0.05 (two-tailed, df = 353). All comparisons non-significant (p > 0.05).

DISCUSSION

The empirical findings of this study establish that organizational trust, nurtured through multidimensional organizational justice, serves as a powerful catalyst for positive behavioral outcomes across sports clubs in Maysan Governorate. The descriptive data revealed that personnel perceive high levels of overall organizational justice (M = 2.50, 83.33%), with Interactional Justice achieving the highest rating (M = 2.56), followed closely by Informational (M = 2.51) and Procedural Justice (M = 2.48). In the distinctive operational reality of Iraqi sports clubs which function with constrained budgets and heavily decentralized community involvement interpersonal dignity, respectful administrative treatment, and transparent communication compensate for material resource limitations. Personnel place profound psychological value on being treated with genuine professional esteem by club executive leadership (Stecher & Rosse, 2005).

The bivariate correlation analysis validated Hypothesis 1, showing strong, statistically significant associations between organizational justice and all investigated behavioral outcomes: Organizational Commitment (r = 0.718, p < 0.001), OCB (r = 0.684, p < 0.001), Job Satisfaction (r = 0.652, p < 0.001), and Turnover Intention (r = -0.542, p < 0.001). These empirical magnitudes align with and expand upon international and regional literature. Wittmer (2010) reported a correlation of r = 0.640 between ethical climate/trust and institutional commitment in sports and public service entities, while Hassan and Hashim (2011) identified a correlation of r = 0.670 between procedural justice and employee commitment. Our finding that organizational trust correlates even more strongly (r = 0.718) underscores that in amateur and semi-professional sports clubs,

where financial compensations are modest, institutional trust functions as the primary social contract sustaining workforce dedication.

The multiple regression analysis substantiated Hypothesis 2, showing that organizational justice dimensions collectively account for 54.8% of the variance in Organizational Commitment (R^2 = 0.548) and 49.6% in OCB (R^2 = 0.496). Crucially, Procedural Justice (β = 0.382 for commitment, β = 0.334 for OCB) and Interactional Justice (β = 0.245 for commitment, β = 0.314 for OCB) emerged as the dominant empirical predictors. This pattern strongly mirrors the empirical observations of Zoghbi-Manrique-de-Lara (2011), who demonstrated that procedural fairness in performance and governance decisions is the vital determinant of discretionary citizenship behavior (β = 0.360), mediated through task satisfaction. Similarly, Yilmaz and Tasdan (2009) established that procedural and interactional justice were superior predictors of organizational citizenship (R^2 = 0.410) compared to distributive justice in public educational and sports environments. When club administrative boards formulate clear, non-biased procedural guidelines for team selection, funding allocation, and official delegations, personnel perceive the club environment as structurally reliable, which galvanizes their willingness to invest voluntary effort beyond formal duties (Al-Ameri, 2003; Podsakoff et al., 2000).

Furthermore, our empirical regression findings regarding turnover intention (R^2 = 0.328, F = 42.67, $p < 0.001$) highlight the protective mechanism of interactional justice (β = -0.285, $p < 0.001$) and procedural justice (β = -0.224, $p < 0.001$). These results reinforce the findings of Stecher and Rosse (2005) and Salmani et al. (2011), who demonstrated that interpersonal disrespect and arbitrary decision-making trigger acute negative emotional arousal, alienation, and withdrawal cognitions. In Middle Eastern sports institutions, where administrative loyalty is deeply entwined with socio-cultural respect and honor (Al-Fahdawi, 2005; El-Shafei, 2005), autocratic or dismissive behavior by executive leaders directly induces turnover cognitions. Conversely, transparent explanations (informational justice) and polite, dignifying treatment (interactional justice) effectively insulate sports clubs against administrative disengagement.

The comparative analysis between executive administrative personnel (board members and staff, n = 160) and general assembly members (n = 195) revealed no statistically significant perceptual differences across any dimension (t = 0.47–1.87, $p > 0.05$). This demographic consensus is highly illuminating. It demonstrates that the ethos of procedural equity and shared institutional trust in Maysan sports clubs is not restricted to executive elites, but permeates the broader institutional body, including general assembly electors. As noted by Jaballah (1994) and Hamed (2002), when both managerial cadres and general constituents perceive equitable procedural rules, institutional legitimacy is reinforced, mitigating internal power struggles and fostering a unified administrative climate dedicated to athletic excellence.

Notwithstanding these meaningful empirical contributions, several methodological limitations must be acknowledged. First, the study utilized a cross-sectional design, which precludes definitive causal assertions; longitudinal designs could provide deeper insight into how shifting justice perceptions alter behavioral outcomes over competitive seasons. Second, data collection relied on self-reported questionnaires, which introduces the possibility of common method variance, although psychometric checks and anonymous administration mitigated this concern. Finally, the

geographic scope was localized to sports clubs within Maysan Governorate; future research should replicate this model across other Iraqi governorates and premier league professional clubs to evaluate broader institutional generalizability.

CONCLUSIONS AND RECOMMENDATIONS

Based on the empirical findings, the following conclusions are drawn:

1. Organizational trust and perceived organizational justice are firmly established at high levels across sports clubs in Maysan Governorate, with interactional and informational justice receiving the highest evaluations.
2. Personnel exhibit high levels of positive behavioral outcomes, characterized by exceptional organizational citizenship behavior (OCB), strong organizational commitment, elevated job satisfaction, and correspondingly low turnover intentions.
3. Significant positive bivariate relationships exist between organizational justice/trust dimensions and positive behavioral outcomes (OCB, commitment, satisfaction), alongside a robust negative correlation with turnover intention.
4. Organizational justice dimensions serve as powerful predictors of employee attitudes, accounting for 54.8% of the variance in organizational commitment and 49.6% of the variance in OCB. Procedural justice and interactional justice exert the strongest relative influence.
5. There is broad perceptual convergence across administrative levels: executive board members, operational administrative staff, and general assembly members share consistent perceptions regarding organizational justice, trust, and behavioral citizenship.

In light of these conclusions, the following practical recommendations are proposed for sports club administrators, athletic federations, and the Ministry of Youth and Sports:

1. Institutionalize Transparent Governance Protocols: Sports club administrative boards should formalize clear, documented, and objective procedural manuals governing financial disbursements, athlete incentives, staff evaluations, and committee appointments to reinforce procedural justice.
2. Cultivate Ethical and Dignified Leadership: Club leadership should champion interactional justice by fostering open communication, active listening, and dignifying interpersonal treatment during meetings and daily operations, recognizing that administrative respect is paramount for volunteer and staff retention.
3. Formalize Open Information Dissemination: Establish centralized digital information portals and periodic transparent briefings to communicate club decisions, budgets, and policies to all general assembly members, thereby eliminating rumors and strengthening informational justice.
4. Incentive Programs for Discretionary Citizenship (OCB): Club boards should establish non-monetary recognition frameworks such as honorary awards, public commendations, and professional development opportunities to celebrate staff and volunteers who perform extra-role civic behaviors.
5. Broaden Empirical Research: Sports science faculties and researchers should extend this organizational justice framework to examine its direct impact on athletic coaching performance, team cohesion, and athlete competitive achievement across Iraqi sports federations.

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